



County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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Interim Director

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Fifth District

December 10, 2002

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

**APPROVAL OF PROPOSED DEPARTMENTAL REORGANIZATION OF THE
DEPARTMENT OF CHILDREN AND FAMILY SERVICES
(ALL DISTRICTS - 3 VOTES)**

**JOINT RECOMMENDATION WITH THE DIRECTOR OF PERSONNEL THAT YOUR
BOARD:**

1. Approve the proposed management reorganization to replace the current Bureau of Children and Family Services with the following three Bureaus: (1) Bureau of Children and Family Services/North; (2) Bureau of Children and Family Services/South; and (3) Bureau of Permanence Services (Attachments A and B).
2. Approve the classification action to reclassify one (1) Senior Deputy Director position, MAPP (Range 15) to one (1) Deputy Director position, MAPP (Range 14), and two (2) Senior Division Chief positions, MAPP (Range 13) to two (2) Deputy Director positions, MAPP (Range 14) (Attachment C).
3. Approve the accompanying ordinance amending Title 6, Salaries, of the County Code to reflect the classification actions associated with this reorganization.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS

On October 8, 2002, your Board directed the Interim Director of the Department of Children and Family Services (DCFS) to review the Department's existing organizational structure and to report back to the Board regarding organizational and management recommendations.

The proposed reorganization of the Bureau of Children and Family Services (BCFS) into three bureaus, together with the related classification changes, is needed to ensure that the Department achieves its mandates by addressing current organizational reporting, management, and communication deficiencies. It will also help move the Department to a Service Planning Area (SPA)-based delivery system as directed by the Board of Supervisors.

The BCFS challenges were recognized in the prior management audit of the Department conducted by Price Waterhouse and again in December 1999 by the former Interim Director, Sandra Davis, who proposed a similar reorganization structure comprised of three (3) bureaus. In these plans, the Department's organization would include one (1) bureau for SPAs 1 to 4; one (1) bureau for SPAs 5 to 8; and a Special Programs Bureau. This is essentially the Bureau model that the Department is currently proposing.

BCFS is the Department's largest and most critical bureau. It is currently comprised of eight regions, eight divisions, and a staff of 3,827. The unique requirements of this "mission critical" Bureau are present due to its regional service delivery system and the program complexity of its special programs. The current organizational structure needs to be simplified to ensure effective service delivery and personnel management.

The Department is currently developing several major initiatives to: a) improve the consistency and quality of decision-making; 2) ensure prompt permanence for children; 3) establish community-based and neighborhood-based shelter and foster care options, and 4) establish an effective decentralized system of delivering community-based and family-centered services.

The Department operates under the philosophy that maintaining the child's key "relationships" when possible is critical to his/her well being and that of the family. The following elements are critical to serving the best interests of the child: a) keeping the child with parents and relatives; b) keeping the child in the community and school of origin; and c) ensuring that sibling groups are placed together. The Department's current system of care has at its center the tenets that the Department's family care system must be family-centered and community and neighborhood-based to best serve the needs of children and immediate families and relatives.

Bureaus of Children and Family Services/North and South

With this proposal, the Bureaus of Children and Family Services/North and South will be responsible for serving children and their families through processes that ensure adequate services are provided with the appropriate access to resources.

The Northern Bureau includes a staff of 1,450 who would provide administrative support, resource coordination, and staffing resources for SPAs 1 to 4. The Southern Bureau includes a staff of 1,321 who would provide administrative support, resource coordination, and staffing resources for SPAs 5 to 8. These two Bureaus will provide community-based and family-centered service delivery and case management services.

Bureau of Permanence Services

The Bureau of Permanence Services includes a staff of 1,056 which will serve children and their families by focusing upon their unique needs for special services in the following areas: Adoption, Emancipation, Public Health, Program and Policy Development, Family to Family, Kinship Care, Wraparound, and Specialized Programs.

Implementation of Strategic Plan Goals

Approval of the accompanying ordinance will further the County Strategic Plan Organization Effectiveness Goal, to achieve departmental operational needs.

FISCAL IMPACT/FINANCING

The projected budgeted net County cost increase resulting from these actions is \$1,178 annually based upon salaries as of October 1, 2002. Any cost increase will be absorbed within the Board adopted budget. No additional funding is required.

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FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Approvals

- The Chief Administrative Officer has reviewed the proposed changes and concurs with these recommendations.
- The accompanying ordinance implementing amendments to Title 6, Salaries, of the County Code has been approved as to form by County Counsel.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Your approval of these classification actions will enhance the operational effectiveness of the Department by improving the provision of services to clients and the child protection system.

Respectfully submitted,

MARJORIE KELLY
Interim Director
Department of Children and Family Services

MICHAEL J. HENRY
Director of Personnel

MK:sd

Attachments (3)

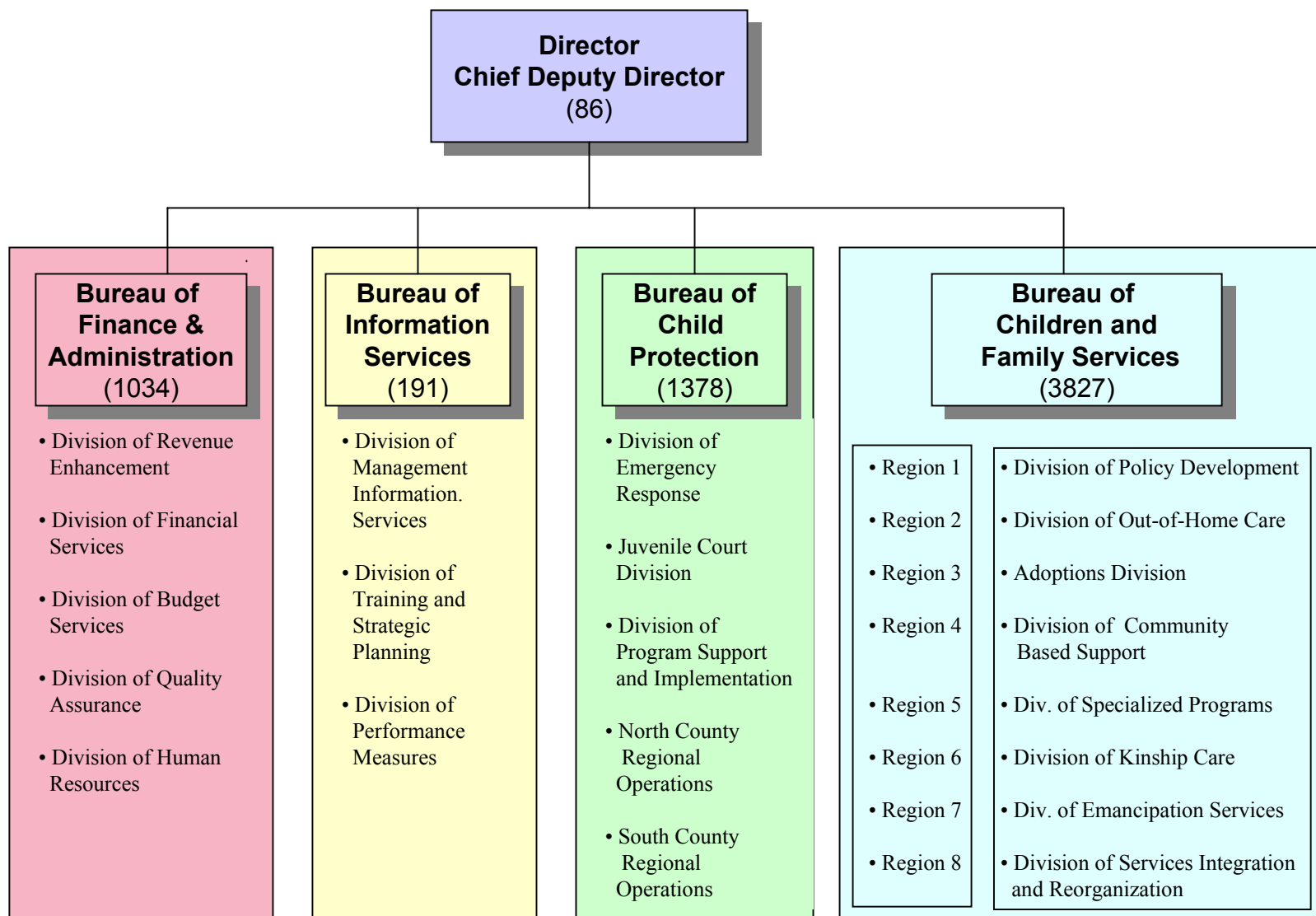
c: Chief Administrative Officer
Executive Officer, Board of Supervisors
County Counsel

RECOMMENDED RECLASSIFICATIONS FOR DCFS REORGANIZATION

No. of Pos	Present Classification	Current Salary	Proposed Classification	Proposed Salary
1	Senior Deputy Director, Children and Family Services (UC)	R15	Deputy Director, Children and Family Services (UC)	R14
2	Senior Division Chief, Children and Family Services	R13		
Total: 3				

Department of Children and Family Services

(Current Organizational Structure)



Department of Children and Family Services

(Proposed Organizational Structure)

